

**2018**

**Missouri State Service Plan**

# **Missouri Community Service Commission**

## **Multi Year**

### **Comprehensive Unified State Service Plan**

**2018**

Reviewed and Updated 11-7-17

#### ***Introduction***

This document is the result of collaborative efforts between the Missouri Community Service Commission (MCSC) and the Corporation for National and Community Service (CNCS) State Office. The plan as developed is a Three Year Plan 2016-2017-2018 and will be implemented in phases. Program year 2018 will include the development of a new three year plan for implementation in program year 2019.

Legislation creating the Corporation for National and Community Service (CNCS) was drafted by a bipartisan coalition of Members of Congress in June of 1993 and was signed into law on September 21, 1993. As a result of the National and Community Service Trust Act, the Corporation for National and Community Service was established and charged with administering AmeriCorps, Learn and Serve America, and the existing national service programs of VISTA and Senior Corps. Subsequently, the Missouri Community Service Commission (MCSC) was created as a result of the National and Community Service Trust Act by the Missouri Legislature in 1994. The MCSC is housed within the Missouri Department of Economic Development. It is composed of 15-25 Commissioners appointed by the Governor and confirmed by the Senate and five full-time employees of the Department of Economic Development.

The MCSC works as a point organization for promoting and recognizing service and volunteerism as well as supporting quality service projects in Missouri. These projects focus on a wide variety of human needs including tutoring, mentoring, disaster services, economic opportunity, food insecurity, veterans and military families, and environmental stewardship.

#### ***Mission***

“To connect Missourians of all ages and backgrounds in an effort to improve unmet community needs through direct and tangible service. The MCSC serves as the administrator for AmeriCorps State funding in Missouri by awarding monetary grants and providing technical assistance and support to its sub-grantees.”

## *Vision*

**"To Strengthen Missouri Communities through Volunteerism and Service."**

The Commission collaborates with volunteer organizations, state agencies, and other National Service administrators to make it possible for every Missourian to serve their country by engaging in national and community service.

As you read Missouri's Unified State Service Plan, you will see how the Commission is working not only with programs, but with other partners such as the CNCS State Office, NCCC, National Direct programs, educational institutions, state agencies, corporations, and others to multiply the impact of AmeriCorps in the great State of Missouri. Together, we can help to improve economic and other conditions in the State of Missouri; making Missouri a better place to work, live and play.

In addition to CNCS priority areas of Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families and Disaster Preparedness, the MCSC has developed Missouri-specific focus areas to address areas of the state that are unserved or under-served, schools who have been targeted, faith-based organizations, and organizations serving veterans and military families.

## *Performance-Based Commission*

**How the MCSC Measures Performance and Impact:** To measure performance, one must first establish a baseline that enables the Commission to determine success or the lack thereof. In the case of the MCSC, there are a number of baselines utilized to measure accomplishments:

### **Commissioners**

- **Commissioner Involvement and Participation:** The involvement and participation of Commissioners is measured by a "Commissioner Roll Call" to track attendance at meetings, conference calls, and special/service events. Commissioners are encouraged to participate in program site visits and special events.

### **Staff**

- **Staff Administration/Success:** The staff's success in administering their caseload of assigned programs is measured by a tool called PERform (Productivity, Excellence and Results for Missouri). The evaluation tool measures staff's efficiency, productivity, and commitment and provides each employee with a clear indication of the most important aspects of their role, it also provides an understanding of the level of performance expected and opportunity to provide feedback on decisions related to the position.
- **Staff Cross-training:** Each Program Officer is a "one-stop shop" for their portfolio of assigned programs. Their duties include both programmatic and fiscal oversight.

- **Success of Sub-Grantees:** Staff measures Sub-grantee progress on an ongoing basis using evaluation tools developed by MCSC including a site visit monitoring tool, Member surveys, and risk assessments.

#### **Sub-Grantees**

- **Program Administration and Oversight:** The MCSC measures the success of programs towards successful administration and oversight of the AmeriCorps program by reviewing S&N Reports from the My AmeriCorps Portal (enrollment rate, enrollment approval cycle time, exit rate, exit approval cycle time, retention rates) as well as internal tools (Member surveys, site visit evaluations, risk assessments).

#### **Outreach/Branding**

- **Number of Grant Applicants:** The MCSC tracks the number of in-person and webinar attendees to the Application Workshop (the training held to commence the grant application period) via sign-in sheets and webinar sign-ins as well as the number of new grant applications received.

#### **Annual Celebration of Volunteerism and Service**

- The MCSC celebrates and recognizes service and volunteerism in the State of Missouri annually, across all streams of service and inclusive of high school volunteers. The success of the event is measured by the number of award nominations, the number of award recipients, the number and sources of volunteers, and the number of event attendees.

#### **Program Directors Training**

- The MCSC provides Program Directors Training on an annual basis prior the beginning of the new program year. The Program Director or designee are required to attend the training where MCSC staff cover a wide range of topic intended to orientate the programs on MCSC/CNCS requirements.

#### **Technical and Training Grant**

- The MCSC received a new grant for Technician and Training activities which is above and beyond the Commission Support Grant. The Grant cycle is from July 1<sup>st</sup> 2017 thru December 31<sup>st</sup> 2018.. This new funding will address providing AC 101 training in 8 locations to encourage allocations from new organizations, disaster preparedness and response training, support of MCSC member Show-Me Events, PD training, strategic planning , expansion of educational resources and additional staffing . Funding will greatly assist MCSC with the implementation of our goals.

## *Strategic Planning*

Each year, MCSC staff and Commissioners meet to strategically plan for the year. Committees meet separately to determine annual goals and the staff meets separately to do the same. Staff engages in a staff strategic planning retreat to review successes, challenges, and lessons learned. The main goals during the strategic planning retreat are to develop a strategic calendar for the year and review/strengthen management systems, policies, and procedures. Additional goals are discussed in greater detail in the "Goals" section that follows.

The Commission staff successfully oversees a portfolio of twenty one programs, an accomplishment that could not be possible without a strong strategic plan and dedication of both staff and Commissioners.

The MCSC realizes that in order for a strategic plan to be effective, it must have timelines and assigned tasks. The strategic plan must not be a document that gets placed on a shelf, but must be revisited regularly as a working document. Both plans and timelines are revisited regularly. Each year, during the Commission's third quarterly meeting of the year, we discuss the previous year's goals, accomplishments, and opportunities for improvement. We discuss how well we've done and whether we should continue on the path of each goal or if we need to revamp or discard the goal. Much of this planning is done within each committee and then brought forth to the full Commission at the annual strategic planning meeting.

One of the main focuses of our mission is to support and encourage the success of each program by providing technical assistance, training and oversight. MCSC staff is purposeful and proactive in overseeing its portfolio of programs and is committed to the success of each program. The commitment does not stop there. Commission staff focuses on building working relationships with its sub-grantees as well as relationships with supporters of the sub-grantees. The Commission recognizes that in order for AmeriCorps programs to be effective that stakeholders must be engaged and recognized. The programs engage stakeholders in various ways including volunteer recruitment, service events, and volunteer recognition and celebrations. Sub-grantee programs are encouraged to nominate businesses, individuals, and organizations that contribute to their success for recognition at the MCSC's Annual Celebration of Volunteerism and Service.

In year one, the Missouri Community Service Commission in partnership with AmeriCorps St Louis and the Missouri Emergency Management Association co-presented a workshop highlighting the need for community preparedness and disaster response and recovery. The workshop took place at the Governor's Conference on Economic Development in September.

This Conference was the perfect venue to meet employers, business owners and economic development professionals to discuss the need for community preparedness and recovery. Attendees were encouraged to seek out opportunities for preparedness in their communities.

The Commission strategic planning process for 2017 provided the following recommendations from the MCSC Committees:

## ***Program Committee***

### **Mission:**

The Program Committee shall review all grant applications and concept papers. Grant applications include: formula, competitive, and the education award only programs, if any. The Committee shall be kept apprised of program monitoring and progress through monthly committee calls. The committee will vote to rescind funding, if necessary.

### **Goals:**

#### **1. Missouri Funding Priorities**

- a. MCSC will retain faith-based organizations and veteran and/or military family organizations as priority focus areas.
- b. Refine the language of existing Missouri funding priority areas as follows:
  - i. "School districts that have lost or are in danger of losing accreditation" will be refined to school districts identified as either priority or focus schools as defined by the Missouri Department of Elementary and Secondary Education.
  - ii. "Green initiatives," a previous funding priority, will be clarified to include energy initiatives (e.g. increased energy efficiency, decreased energy consumption, etc.) for economically disadvantaged households or communities.
  - iii. Specified geographical areas (Bootheel and South Central regions and counties north of the Missouri River) will be changed to rural areas as defined by Rural-Urban Community Area (RUCA) codes. This will create more specificity on rural communities with a need for AmeriCorps resources.
- c. MCSC will adopt CNCS's funding priority related to safer communities (communities that experience civil unrest) as well as encourage Encore programs (organizations that engage individuals age 55 or older).

#### **2. Outreach**

- a. Target outreach efforts to eligible organizations within the identified Missouri funding priority focus areas and geographical areas. Efforts will engage the MCSC Public Relations Committee.

#### **3. Program Committee Education**

- a. Program Committee members will be encouraged to attend the grant application workshop in part or in full to have a greater understanding of the grant application guidelines and requirements conveyed to applicant organizations.

#### **4. Grant Application & Review Process**

- a. The Program Committee will waive formal assessment of concept paper submissions (to be reviewed by MCSC staff). If committee members are interested in reviewing concept papers, the staff liaison will provide concept papers upon request. Feedback will be provided to the committee upon grant application review to confirm implementation of concept paper feedback from MCSC staff in the grant application.
- b. The Program Committee will review formula applications with a focus on the program design, organizational capability, and cost effectiveness. MCSC staff will review and compliance budget and performance measure submissions. MCSC staff will also review applications for competitive (national competition) submission.

#### **5. Commission Engagement**

- a. MCSC will continue to extend invitations and encourage the entire Commission to visit sub-grantee programs throughout the year. Opportunities include New Member

Orientations, special events, annual site visits, and/or Commission meetings hosted by sub-grantee program sites.

#### **Additional Notes**

1. **Planning Grants:** Consider establishing a process to award planning grants for smaller organizations that have potential to have quality AmeriCorps projects but lack the current capacity.
2. **Decisions to Discontinue Funding:** The following were noted in regard to discontinuing funding for sub-grantee organizations:
  - a. Continue to communicate risk areas assessed for funding decisions to sub-grantees. Ensure that any issues of non-compliance and plans for/implementation of corrective actions are documented in writing.
  - b. For sub-grantees in the portfolio that experience one year of poor performance that include minor issues of non-compliance (e.g. non-compliance with the 30-day Member enrollment/exit rule, enrollment of awarded slots, and/or retention of enrolled slots), outline performance conditions in their grant agreement in the next year of funding in lieu of immediate discontinuation of funding.

#### ***Service and Development***

##### **Mission:**

The Service and Development Committee shall promote volunteerism and National Service through awards and recognition. Events will be held to recognize those who have made outstanding accomplishments in the arenas of volunteerism and National Service. The committee will develop a fundraising plan and take an active role in the fundraising to financially support these events and to assist other committees of the Commission.

##### **Goals**

1. Determining who we want to know about the Missouri Community Service Commission.
  - a. **Target Audience:** those who can assist the Commission in the enforcement of its mission and vision. Additionally, those who can assist in stabilizing the high school scholarship fund.
    - i. **Strategy 1:** identifying key stakeholders and those organizations who are passionate about service and volunteerism.
2. Educate people about the Missouri Community Service Commission and what its role is in the community to increase awareness; and its relationship to AmeriCorps.
  - a. **Target Audience:** public, businesses, non-profit organizations, organizations who engage in other streams of national service, local, state, and federal government, and Appropriations Committee(s).
    - i. **Strategy 1:** the Commission will work with the Public Relations Committee and Department of Economic Development's Communications department on how to reach these populations.
    - ii. **Strategy 2:** increase partnerships with AmeriCorps programs and assist them with promoting their services and providing outreach. Commissioners will play a vital role in this strategy.
    - iii. **Strategy 3:** follow-up on the "IOU" amount that was presented to Governor Nixon last year. Provide him with an update for potential of press coverage.



- iv. **Strategy 4:** continue to use the Annual Celebration as a platform to increase awareness by including a directory of AmeriCorps programs in the program booklet, distribute brochures and handouts, have a rolling video PSA available for viewing, etc.
- 3. Host an Annual Celebration of Service and Volunteerism where high school students, AmeriCorps Members, Senior Corps, non-profits, and other organizations are recognized for their service to Missouri communities; increasing participation.
  - a. **Target Audience:** AmeriCorps State Members, AmeriCorps VISTA Members, Senior Corps Members, Partners in Service and MLK Day of Service.
    - i. **Strategy 1:** engage more individuals by having a "friendly competition" between AmeriCorps programs.
    - ii. **Strategy 2:** change the location and week it occurs to allow more legislators to attend the event.
- 4. Stabilize and expand high school scholarship fund.
  - a. **Target Audience:** freshmen, sophomore, juniors and seniors in high school.
    - i. **Strategy 1:** sell spaces for advertisements in the Annual Celebration program booklet.
    - ii. **Strategy 2:** solicit financial sponsorship from past Partners in Service awardees.
    - iii. **Strategy 3:** develop a fundraising plan.
- 5. Increase (quality) nominations for the Service and Volunteerism Awards.
  - a. **Target Audience:** AmeriCorps State Members, AmeriCorps VISTA Members, Senior Corps Members, Partners in Service and MLK Day of Service.
    - i. **Strategy 1:** creatively developing methods to incentivize AmeriCorps programs, AmeriCorps Members, non-profits and businesses to see the benefit of recognizing individuals and organizations for service and volunteerism to the community. Those methods could include:
      - 1. providing an award to the nominators of the winners;
      - 2. changing the award from a plaque to something that can be of use to an individual, to the organization;
      - 3. sending out notification to a broader audience;
      - 4. working with the State CNCS office to reach VISTAs and Senior Corps.
- 6. Host a 9/11 Day of Remembrance event and recognize the anniversary of AmeriCorps.
  - a. **Target Audience:** all streams of national service providers, civilians, law enforcement, firefighters, military personnel, veterans, and all those connected to this tragic event.
    - i. **Strategy 1:** the Commission will coordinate with other AmeriCorps programs to implement these events.
    - ii. **Strategy 2:** incorporate a service project to actively engage the Commissioners.



### ***Public Relations Committee***

#### **Mission:**

The Public Relations Committee shall develop strategies to promote the activities of the Commission, its committees and its programs and develop methods to consistently place service and volunteerism before the public.

#### **Goals:**

1. **Website**
  - a. The MCSC will work with the IT department to redesign the MCSC website. The redesign will make our website look more like the department's website.
2. **Newsletter**
  - a. Continue to produce three newsletters annually.
3. **Publications**
  - a. MCSC will continue to prepare an annual report for distribution.
  - b. Create new pamphlets to for distribution. Creating pamphlets will minimize the number of annual reports, thus saving resources.
4. **Radio/TV**
  - a. Create Missouri specific advertising on both radio and TV to educate about AmeriCorps and recruit potential Members.
5. **Booths**
  - a. Continue to attend Missouri Community Betterment and Governor's Conference on Economic Development to educate about AmeriCorps.
  - b. Identify additional opportunities to educate the state about AmeriCorps.

#### **Additional Notes**

6. **Meetings**-The PR Committee will continue 2016-2017-2018 without formal meetings scheduled. Updates will be sent via email and meetings will be held as needed.

### ***Legislative and Education***

#### **Mission:**

Mission: Educate and Inform U.S. Representatives/Senators, and their senior staff, as well as City Mayors with funded AmeriCorps programs, on the State, District, and community impact of CNCS AmeriCorps grantee funding within Missouri while building relationships and establishing MCSC Commissioners as primary resources for AmeriCorps State information.

#### **2016-2017-2018 LEC Activities Planned:**

1. Continue to form and build trust among Coalition members to sustain a strategic and targeted campaign that will engage mayors, state legislators, and Members of Congress in connecting Senator Blunt and his Staff to the body of the work of National Service in Missouri and the roles of the Missouri Community Service Commission (MCSC) and The Corporation for National and Community Service (CNCS).
2. Ask all members of the U.S. Congress to support full funding for the CNCS.

3. Craft a *Commissioner Addendum* for each MCSC Magazine for distribution by LEC to Senator Blunt and his Staff and each U.S. Member of Congress. Ensure brand identity elements for CNCS, AmeriCorps, and MCSC are included in each communication piece.
4. Encourage commitment from each MCSC Commissioner to participate in this LEC mission and communication plan to help preserve AmeriCorps State 2016 and 2017 funding for Missouri.
5. In coordination with Program Directors, invite legislators to future AmeriCorps State Program special events and/or on-site tours.
6. Invite each member of the U.S. Congress representing Missouri to join the "National Service Congressional Caucus".

#### **Legislative Education Committee Goals:**

1. To encourage the Missouri National Service Coalition to continue to serve together. The short-term focus will be to ensure a steady, persistent engagement through a targeted campaign to draw the attention of Senator Blunt and his Staff for the protection of 2016 AmeriCorps and CNCS funding. In February of 2016, we will shifted to a longer term focus on how national service will be funded in 2017 and thereafter.
  - a. **Responsible Persons:** LEC Chair and Coalition members.
  - b. **Timeline:** FY 2016, 2017, 2018.
  - c. **Cost:** \$0
2. 2018 Sixth Annual Mayor's Day of Recognition for National Service (Mayors and County Executives). Led by CNCS ([www.nationalservice.gov/mayorsforservice](http://www.nationalservice.gov/mayorsforservice)), the National League of Cities, and Cities of Service and supported by the United States Conference of Mayors.
  - a. LEC collaborates with CNCS State Office Director to support campaign goals.
  - b. MCSC Staff prepare AmeriCorps Programs/Mayors contact resource.
  - c. MCSC/LEC contact Program Directors to understand their Mayor's Day planning, discuss LEC Mayor letters/follow-up, and collaboration opportunities.
  - d. LEC Mayor letters:
    - i. Express appreciation for previous participation, if appropriate, and invite to participate in 2018
    - ii. Summarize AmeriCorps State program and express appreciation for their support of national service in their city (note: where multiple AmeriCorps programs are in one city, each one is summarized).
    - iii. Communicate amount of AmeriCorps grants received by local programs.
    - iv. Introduce MCSC and CNCS with branding statements
    - v. Include "How can you get involved? Info
    - vi. Include "Learn more about it" links (CNCS and local program)
    - vii. Invite to visit the MCSC website to review the Annual report and CNCS Missouri State profile of national service.
  - e. LEC/Commissioner/MCSC follow-up to Mayor letters
  - f. **Responsible Persons:** LEC members, Commissioners, and MCSC Staff
  - g. **Timeline:** FY 2016, 2017, 2018
  - h. **Cost:** \$0

3. 2017 Governor's Conference on Economic Development (AmeriCorps exhibit; explore providing potential concurrent session speaker)
  - a. **Responsible Persons:** LEC Chair and MCSC Staff
  - b. **Timeline:** FY 2016, 2017
  - c. **Cost:** \$ 0 (If we can provide a DED-approved breakout session speaker)
4. Implement a communication plan that educates about the importance of saving AmeriCorps funding and establishes clear brand identity that enhances trust, credibility, and generates mayoral and legislative support for CNCS, AmeriCorps State, and MCSC.
  - a. **Responsible Persons:** LEC members and Commissioners
  - b. **Timeline:** FY 2016, 2017, 2018
  - c. **Cost:** \$0
5. Encourage each MCSC Commissioner to participate in this LEC mission and communication plan to preserve AmeriCorps State funding for Missouri.
  - a. **Responsible Persons:** LEC members.
  - b. **Timeline:** FY 2016, 2017, 2018
  - c. **Cost:** \$0
6. In coordination with Program Directors, invite legislators to future AmeriCorps State Program special events and/or tours.
  - a. **Responsible Persons:** LEC members and AmeriCorps State Program Directors
  - b. **Timeline:** FY 2016, 2017, 2018
  - c. **Cost:** \$0
7. Throughout these steps, begin a process of building a trusting and collaborative relationship where each office knows our Commissioner by name and regards him/her as the point of contact for AmeriCorps State Program information.
  - a. **Responsible Persons:** LEC members. Commissioners
  - b. **Timeline:** FY 2016, 2017, 2018
  - c. **Cost:** \$0
8. Prepare 2016 District Office CNCS/MCSC/AmeriCorps information folders for presentation/mailling by Commissioners to Missouri Members of the U.S. Congress.
  - a. **Responsible Persons:** LEC prepare folders. MCSC budget for all materials.
  - b. **Timeline:** FY 2016, 2017, 2018
  - c. **Cost:** \$1,000 approximately (cost of 40 - 2015-2016 MCSC Annual Reports, MCSC brochures, and copies of updated Commissioner's Handbook "AmeriCorps Directory", Missouri at a Glance, "The Importance of Funding AmeriCorps" point paper, other educational items).

#### ***Purpose-Driven Commissioner Quarterly Meetings***

At the MCSC, meetings are planned with goals in mind. They are strategically planned around decision-making, voting, and other goals such as educating the Commission. A description of each quarterly meeting follows:

- The first meeting is in January or February and is typically a webinar or conference call. This meeting focuses on the presentation of the Commission's annual report for the previous program year. A second focus of this meeting is the competitive applications sent forth to the Corporation and the timeline for formula applications.

- The second meeting is in either April or May and involves the review of AmeriCorps formula applications. The Program Committee, comprised of Commissioners and staff liaison, meets the day before the full quarterly meeting to review applications. Funding recommendations are based on a scoring rubric for new and re-compete applications and on past performance for continuation applicants. The Program Committee presents funding recommendations to the full Commission, which will vote on the proposed recommendations. A second focus of this meeting is the Annual Celebration of Service and Volunteerism held the night before the quarterly meeting. The purpose of this event is to recognize service and volunteerism in the State of Missouri.
- The third meeting is held in September or October and is dedicated to strategic planning and the construction of the Unified State Service Plan. When possible this meeting held in conjunction with an AmeriCorps program will include a day of service project, recognition of 9/11 and the Anniversary of AmeriCorps. During this meeting, the Commission will also vote on programs that will be invited to submit competitive applications to CNCS. The competitive application process is facilitated separately from the state formula application process. Competitive applicants are by invitation only based on criteria established by the MCSC. The Commission determines with the staff which applications will be submitted to the Corporation for consideration.
- The fourth and last meeting of the year is held in November or December and is dedicated to Commissioner training and may be in the form of a webinar or a face-to-face meeting. Commissioner training involves the roles and expectations of Commissioners, a review of each committee and its focus, and training on policies and procedures within the Missouri Department of Economic Development.

### *Purpose Driven and Success-Driven Selection and Retention of Sub-Grantees*

In addition to the purpose-driven meetings, the Commission strongly promotes purpose-driven sub-applications. As you will review in the Goals section that follows, the MCSC focuses on certain under-served or un-served geographical areas of the state as well as on schools identified as priority or focus schools. The Commission is measured by its success in these areas as well as in the CNCS focus areas. In the past, Commission staff was able to focus outreach efforts on un-served or under-served areas of the state by traveling to the communities and conducting application workshops. Operating on a modest budget and mindful of potential reductions in funding the Commission staff is no longer in a position to physically travel to these areas. For this reason, the application workshop format changed to include one workshop hosted in Jefferson City so that interested eligible organizations may attend in-person or via webinar. The webinar is recorded for full access to reference at a later date.

Sub-grantees receive on-going technical assistance from Commission staff. Each time a reimbursement request is submitted, a desk audit is conducted by following a check-list of items before approving the request. Each program, regardless of their success, receives an in-person site visit annually. New sub-grantees receive an onsite visit 60 days after the start date of the program. With all over site issues are looked upon as a learning opportunity. Staff is dedicated

to working with the sub-grantees to explain, educate and resolve issues. These visits are also utilized to assess training needs and construct quarterly Program Director meeting agendas. Strong efforts are made to help each sub-grantee achieve success. In addition to site visits, the staff will complete a risk assessment for each sub-grantee to evaluate performance and compliance. It should be noted that risk assessments are a determining factor in considering a continuation or re-compete applicant's request for continued funding and for consideration for competitive funding recommendation.

### ***Performance-Based Budgeting – Commission Support Grant***

The Commission's budget is carefully constructed to make the highest and best use of federal and state dollars. Each committee of the MCSC is charged with alerting the Executive Director (ED) of any budget implications to be included in the budget for the coming year. The ED must be notified in the committee written report at the Fall Strategic Planning Meeting. The Commission is very conservative in its spending and is able to successfully serve a portfolio of twenty programs using a staff of five. This level of conservatism and pro-active planning is passed on to sub-grantees. To re-enforce this approach regional trainings are conducted to include components such as citizenship training, service projects, Life after AmeriCorps, and other necessary general Member-related training allowing MCSC programs to accommodate budget reductions. MCSC staff is assigned to support each region's training. Regional trainings have proved to be more cost effective.

### ***Goals – Strategic Planning***

This section of the Unified State Service Plan will focus on the goals of the Missouri Community Service Commission for the 2016-2017-2018 program years. The format is as follows:

<p><b>Goal – What does the Commission want to accomplish?</b></p> <p>a. <b>Comments – Explanation of why the goal was chosen and why the strategies will work</b></p> <p>b. <b>Strategies – How will the Commission accomplish the goal(s)?</b></p> <p>c. <b>Timeline – When or over what period of time will this be accomplished?</b></p> <p>d. <b>Responsible Individual(s) – Who will be responsible?</b></p> <p>e. <b>Measures – How will success be measured?</b></p>
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### ***2016-2017-2018 Goals***

**Goal #1:** To Continue to build stronger relationships and effective partnerships with other streams of service operating within the State of Missouri (e.g. VISTA, NCCC, FEMA Corps, and National Direct).

- a. **Comments:** There is an ongoing need to develop effective partnerships between all streams of service in order to provide a greater impact to the citizens of Missouri. Each stream of national service is unique and because of this, each program is in a great position to strategically complement the other to provide a greater impact. For example, AmeriCorps VISTA Members can perform services that are different from those of AmeriCorps State Members.
- b. **Strategies:** There are opportunities during 2016-2017-2018 when MCSC may partner with AmeriCorps streams of service. Those are as follows:
  - i. **Application Workshop:** The annual application workshop is the commencement of the MCSC grant application process and is used as an opportunity to educate interested organizations on each stream of service, what each stream of service offers, and how these streams of service work together to solve the most pressing needs in the community. Eligible organizations may then be informed on which stream(s) of service best fits their needs to address community problems. The CNCS State Office has been engaged in past years in order to inform potential applicants on the role of AmeriCorps VISTA and the application process. However, MCSC will invite representation from NCCC to participate as well for organizations that may be a better fit to serve as a host service site. By inviting both parties, applicants may receive not only an overview of the multiple streams of service but also become informed of the application requirements and process.
  - ii. **9/11 Day of Remembrance and the Anniversary of AmeriCorps:** MCSC plans to honor the 9/11 Day of Remembrance and the Anniversary of AmeriCorps annually in a combined event. The recognition will be held in honor of servicemen and servicewomen who served on 9/11 and who currently serve. Both the 9/11 event and the Anniversary of AmeriCorps will be celebrated in service and will include a Day of Service Project. AmeriCorps programs are encouraged to join the MCSC events or to plan local recognition and service projects.
  - iii. **MCSC Annual Celebration of Volunteerism and Service:** Annually, the MCSC recognizes volunteerism and service in the State of Missouri to include the contributions of all streams of service operating in the State as well as those of local community volunteers. In the past, AmeriCorps VISTA, Senior Corps have submitted nominations. The goal is to continue to actively solicit award nominations from AmeriCorps NCCC and increase nominations from Senior Corps serving in the State of Missouri so that all streams of service active in Missouri may be recognized at the event.
  - iv. **Executive Director/Commissioner Participation in Events Sponsored by Service Partners:** the MCSC will seek to participate in special events sponsored by partner service agencies when invitations are received. We consistently strive to build upon the solid relationship currently held with the CNCS State Office and develop stronger partnerships with the other streams of service in the State.
  - v. **Joint Meetings:** MCSC staff and Commissioners look for every opportunity to expand collaboration. This can best be demonstrated in our efforts to have met with Commission staff from our Border States Iowa/Kansas,

Iowa/Missouri USDA Directors of Rural Development. Future efforts will include 2016 -2017-2018 join meetings with Commission staff from Iowa, Kansas, Illinois and Arkansas. These sessions provide a chance for professional exchange and development and for inter agency cooperation.

c. **Timeline:** ongoing

- i. Application Workshop – The application workshop takes place in November of each year.
- ii. 9/11 and Anniversary of AmeriCorps – The Service and Development Committee will serve as the planning group.
- iii. The 9/11 and Anniversary MCSC Annual Celebration of Volunteerism and Service – Planning is year-round for the event held in April or May.
- iv. Events Sponsored by Service Partners – as presented to MCSC

d. **Responsible Individual(s):** The MCSC has a Special Events Coordinator serving as full-time staff who oversees the planning of training and special events with support from the Executive Director, Service and Development Committee and MCSC staff. For the 9/11 Day of Remembrance and Anniversary of AmeriCorps events, the planning committee consists of the special events coordinator and the Service and Development Committee and may include other representatives.

e. **Measures:**

- i. Application Workshop – will be measured by the participation of other streams of service as presenters on the first day of training and the number of new grant applications generated from the workshop and new applications of those referred by the CNCS State office.
- ii. 9/11 Day of Remembrance and Anniversary of AmeriCorps – will be measured by the level of participation on the planning committee and the overall attendance at the events.
- iii. MCSC Annual Celebration of Service and Volunteerism – will be measured by the addition of award categories for other streams of service not currently represented (NCCC and Senior Corps) as well as the number of nominations and the attendance at the event.

**Goal #2: Diversify the AmeriCorps State portfolio of programs.**

- a. **Comments:** The MCSC has set as a goal the diversification of the AmeriCorps State portfolio to address areas of the state that are un-served or under-served. Additionally, in terms of focus areas, this includes organizations that provide services to veterans and military families, schools identified as priority or focus schools, energy efficiency initiatives, as well as faith-based organizations.
- b. **Strategies:** The MCSC seeks to engage Commissioners in educating organizations in their resident communities by providing brochures that include key talking points. The MCSC staff will continue to conduct application workshops for interested organizations to attend either in person or via webinar. If the budget allows, the MCSC staff may conduct an application workshop in three regions of the state to engage more potential applicants. MCSC has established these need areas as Missouri-specific priorities. Grant applicants are awarded extra points during the grant review process for proposing projects that address Missouri-specific priority areas. Additionally, the MCSC seeks to strengthen its public outreach. MCSC works



with the Missouri Broadcasters Association (MBA) to develop public service announcements regarding national service. Increased focus will be dedicated to ensuring this reaches rural communities, especially in the northern portion of the state. MCSC also attends career fairs at local colleges/universities hosting exhibit booths at college fairs, high schools, conferences to promote national service and encourages sub-grantees to do the same.

- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** MCSC Staff and Commissioners
- e. **Measures:** Success in this area will be measured by the number of grant applicants that propose projects that address the Missouri-specific priority areas and by the number of new applications.

**Goal #3: AmeriCorps Branding/Commitment to AmeriCorps Identification**

- a. **Comments:** The sub-grantees in the Commission's portfolio are significant in that they positively impact the communities in which they are located. Some that are satellites of national affiliates are very well branded by that national entity. However, many communities do not recognize them as AmeriCorps programs.
- b. **Strategies:** The MCSC requires all programs to have the word "AmeriCorps" in their name, all Members to wear AmeriCorps identification while in service (e.g. AmeriCorps shirt, lanyard, or lapel pin), and all service sites to have signage identifying them as places where AmeriCorps Members serve. Sub-grantee programs must also recognize the Corporation and MCSC (AmeriCorps) as funders on their printed materials. If sub-grantees fail to comply in this area, it will result in a compliance finding as it is a violation of the grant agreement entered into by the sub-grantee, MCSC, and the Missouri Department of Economic Development.
- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** MCSC staff and sub-grantee Program Directors
- e. **Measures:** The MCSC conducts annual site visits during which MCSC staff will thoroughly review program management, inclusive of a visit to a service site. The measure will be based on the number of compliance findings related to AmeriCorps branding identified or resolved findings.

**Goal #4: MCSC Commissioners Education**

- a. **Comments:** The MCSC strives to keep Commissioners informed of the programs in the AmeriCorps State portfolio so they are connected to service activities in the State and make the connection to their role as Commissioners.
- b. **Strategies:** MCSC staff engages Commissioners in multiple opportunities to engage with sub-grantee programs including (but not limited to):
  - i. Inviting Commissioners to attend a portion of annual site visits to speak with Program Directors and Members;
  - ii. Inviting Commissioners to special events sponsored by programs;
  - iii. Inviting Commissioners to attend the application workshop and/or Program Director trainings;
  - iv. Inviting programs to speak at Commissioner quarterly meetings and/or holding a quarterly meeting at a program site;

- v. Providing a committee of Commissioners (the Program Committee) the opportunity to review and score state formula applications; and
- vi. Holding monthly calls with the Program Committee to keep them informed of program progress, successes, and/or challenges.
- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** MCSC Staff
- e. **Measures:** This goal will be measured by the Commissioners' level of participation.

**Goal #5: High School Volunteer Service Awards**

- a. **Comments:** Each year, the MCSC recognizes high school students from all over the State of Missouri at the annual Celebration of Service and Volunteerism for service to their communities. High school awardees receive a \$1,000 scholarship sponsored by a Missouri-based company (currently the Monsanto Company) that may be used for attendance to a college/university of their choosing. There is a need to increase the awareness of this opportunity to high schools throughout the state.
- b. **Strategy:** In addition to ensuring the corporate donation pledge from Monsanto Company (currently \$8,000), MCSC is working to engage other companies to increase the number of scholarship awards that may be offered. MCSC wants to increase awareness of the award nomination process by its partnership with the Missouri Department of Elementary and Secondary Education (DESE). Missouri high schools are notified through the DESE mail bag system, use of social media, Facebook is used to reach a broader audience.
- c. **Timeline:** Nomination process begins in November; event held in April/May.
- d. **Responsible Individual(s):** The MCSC Special Events Coordinator, the MCSC staff liaison to the Public Relations Committee, and the Service & Development Committee (MCSC Commissioners)
- e. **Measures:** Success in this area is measured by the amount of corporate sponsorship for the scholarship awards and the number of nominations received (and diversity of areas from which nominations are received).

**Goal #6: Annual Celebration of Volunteerism and Service**

- a. **Comments:** The MCSC continues to seek ways to improve the Annual Celebration of Service and Volunteerism to recognize all streams of service, community volunteers, and high school volunteers.
- b. **Strategies:** To support the costs associated with the event, the MCSC established a small fee to cover food costs related to guests other than the award recipients and pre-determined number of guests (usually two). Consequently, a payment system was developed to accommodate this. The MCSC worked with the Department of Economic Development accounting staff to facilitate this. An online system to track event registration has been developed. Also, one recommended addition to the event is a pre-event reception to allow award recipients and their families the opportunity to meet each other and network with AmeriCorps program staff and MCSC staff and Commissioners.
- c. **Timeline:** Planning commences in November; event takes place in April or May.
- d. **Responsible Individual(s):** The MCSC Special Events Coordinator and the Service & Development Committee (MCSC Commissioners)

- e. **Measures:** The number of registrations, attendees, and amount of funds collected to support costs for additional attendees.

**Goal #7: Legislative Education**

- a. **Comments:** To implement a communication plan that educates legislators about the importance of AmeriCorps and the impact of CNCS funding in Missouri and to generate legislative support for AmeriCorps. The LEC accomplishes this by supporting the Annual Mayors/County Executive Day held in April, participation in the Annual Governors Conference on Economic Development, developing a Communications Plan for AmeriCorps funding and encouraging Program Directors to frequently brief their State and Congressional delegation on the impact of AmeriCorps programs.
- b. **Strategies:** Because there is a perceived fine line between educating, advocating, and lobbying, the Missouri Community Service Commission has established a committee of Commissioners to educate legislators about the impact of AmeriCorps in Missouri. Whether it is Commission staff, Program Directors or AmeriCorps Members, educating legislators could be perceived as lobbying and may be risky. For this reason, we have left this task to Commissioners who are 100% volunteers. This particular committee does not receive reimbursement in any form for their activities from federal funds.
- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** The Legislative Education Committee (MCSC Commissioners)
- e. **Measures:** Success in this area will be measured by the number of education opportunities, the number of legislators who attend MCSC-sponsored events and the number of participants in the annual Mayors/County Executive Day.

**Goal #8: AmeriCorps National Direct**

- a. **Comments:** with more than 7000 participating AmeriCorps members in 82 projects at 740 different locations across our state there is a need to better coordinate and cooperate with all streams of AmeriCorps service. The area of AmeriCorps National Direct remains an uncharted area for increased cooperation and coordination. MCSC hopes through this goal that it can achieve a higher degree of cooperation and better understanding of the overall impact for AmeriCorps programs in our state.
- b. **Strategies:** with the establishment of the Missouri CNCS programs map developed by the CNCS state office we are now able to track the location for all AmeriCorps programs in our state. The map documents 1115 locations in Missouri which includes 55 AmeriCorps National Direct locations representing some 25 different National Direct organizations. With this new data MCSC can now make communicate/contact with all AmeriCorps programs and expand our communications. MCSC will address letters to each entity and will complete a survey to establish what types of service their members are providing. MCSC will request that the organization share their reporting data attempt to create a master file of AmeriCorps Services in our state.
- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** MCSC Staff and Commissioners

- e. **Measures:** the number of programs who are identified and the level response to our survey and request for information.

**Goal #9: Disaster Preparedness**

- a. **Comments:** as encouraged by the CNCS National Service Disaster Scale, the Missouri Commission plans to increase disaster resilience through conducting an assessment and identifying and encouraging grantees to expand disaster services to all AmeriCorps programs and encouraged Disaster Resiliency, Planning, Partnerships, Training and Communications. MCSC will begin the process of implementing the recommendations brought forward from the convening.
- b. **Strategies:** MCSC will survey AmeriCorps programs on preparedness, assets, level of training, communication plans, and overall preparedness. MCSC will work with partners to identify additional levels of training and make that training available to AmeriCorps programs.
- c. **Timeline:** Ongoing
- d. **Responsible Individual(s):** MCSC Executive Director and staff
- e. **Measures:** by number of programs which participate in survey, analyses of survey results and established level of interest.

***Collaborative Efforts***

The Missouri Community Service Commission partners in service with the following:

**Missouri Department of Economic Development (DED)** – The Missouri Community Service Commission (MCSC) is housed within the Department of Economic Development. Staff members of the MCSC are employees of DED and therefore, the Commission receives all of the benefits of other staff within the Department. The Department provides services to the Commission such as human resources, payroll, legal, marketing, and so forth.

**Missouri Department of Elementary and Secondary Education (DESE)** – The director of the DESE and her assigned proxy serves on the MCSC Board of Commissioners.

**University of Missouri** – The University of Missouri is home to a number of the sub-grantees of the MCSC's portfolio of programs. They are also one of the universities that match the Eli Segal Education Award.

**Webster University** – One of the MCSC Commissioners is on staff at Webster University. They are also one of the universities that match the Eli Segal Education Award.

**Lindenwood University** - One of the universities that match the Eli Segal Education Award.

**Washington University of St. Louis** - One of the universities that match the Eli Segal Education Award.

**CNCS State Office** – Staff partners with the Commission in sponsoring various events and projects such as the annual application workshop, 9/11 Day of Remembrance, Mayors Day of Recognition, and the Annual Celebration of Service and Volunteerism.

**AmeriCorps VISTA** – On occasion have joined AmeriCorps Members in trainings and service projects.

**Monsanto Company** – Missouri Community Service Commission (MCSC) has established a statewide outstanding high school student-volunteer community service recognition awards program. Freshmen, sophomores, juniors, and seniors of every high school in Missouri are eligible to be nominated if they meet or exceed the nomination criteria. Eight outstanding student-volunteers will be selected to receive an award for the 2016-2017 funding year. The MCSC is most grateful that the Monsanto Company continues to provide funding for the eight \$1,000 scholarships.

**State Emergency Management Agency (SEMA)** – A member of the Missouri Volunteer Organizations Assisting in Disasters (MOVOAD) team and serves alongside AmeriCorps Members during disasters to mobilize volunteers and to assist in disaster recovery projects.

**Missouri Broadcasters Association (MBA)** – The MBA partners with the MCSC to air public service announcements and promises a 4:1 return on an investment of \$24,000 annually. The annual return has historically been closer to 10:1. The willingness of local radio and television stations make it possible to meet the match criteria for the Commission support grants from the Corporation for National and Community Service.

### *Quality Improvement*

The Commission periodically sends surveys consisting of six to ten questions to all national service programs in the State of Missouri for which we have contact information. The following questions are examples:

1. Will you be available to participate in a statewide 9/11 Day of Remembrance event in Jefferson City, MO? *44.4% of the responders said yes.*
2. Will you be available to participate in a statewide 20th Anniversary of AmeriCorps event on September 12th in Jefferson City, MO? *46.15% of the responders said yes.*
3. Are you interested in serving on the planning committees? *26.92% said yes and provided their contact information.*
4. The Missouri Community Service Commission hosts regional Show-Me events that may consist of AmeriCorps Member training (First Aid and CPR), service projects, team building, or "Life after AmeriCorps". Life after AmeriCorps focuses on the Members' plans when transitioning out of AmeriCorps. These sessions may emphasize using their Eli Segal Education Award, resume building, continuing to serve, etc. Would you or members of your organization be interested in attending these regional events? *61.54% of the responders said they would be interested in attending these events. The MCSC will insure that invitations are sent to all national service programs to participate in regional trainings and service projects.*
5. Do you have specific training needs you would like to see incorporated in regional events? If so, please describe those needs.
  - *CPR/First Aid and/or disaster preparedness training*
  - *Recruitment*

- *College Bound AmeriCorps does not have specific training needs that is not met through one of various avenues - bi-weekly AmeriCorps meetings, Quarterly Deep Dives, CPR/emergency response or regional AC trainings. However, I do think there are opportunities for Program Directors and Alumni organizations to engage more frequently to promote national service throughout the regions in which our members serve, additionally to create more operational learning opportunities for Directors across programs. I believe a committee is being started to create a link for a more unified collective impact with all streams of service in St. Louis by Mission: St. Louis.*
  - *I believe that it is easier, more economical, and more purposeful to host in house events. I think that partnering and sharing resources with individuals who are participating in similar activities (example other tutoring programs) can be beneficial for us.*
  - *Wow this survey makes it seem like I don't want to collaborate but in all actuality I'm excited about the prospect. We are already planning a local 9-11 event in St. Louis, which will partner with the Mission Continues. Also for Life after AmeriCorps, my VISTA Leader provides an hour and 1/2 training on the topic to all of our members a month before they leave. In addition to the topics mentioned above we also review how to set up a Linked In account, what websites they should be looking at for nonprofit jobs in the area, and hook them up with local contacts for our local universities that match the education award.*
  - *Eli Segal Education Award*
  - *Fundraising; grant writing*
  - *Training specifically for Senior Corps and or Foster Grandparent Program*
  - *I appreciate the inter-Corps networking for our Members. We plan and coordinate resources to meet our training needs.*
6. The last question asked for contact information to include in the National Service Statewide Directory that is maintained by the Commission.

The above responses to training needs definitely open up opportunities for more collaborative opportunities across all streams of national service and Alums. The Commission will use these responses in planning regional Show-Me or statewide events in the future. The Commission will also continue to survey programs to assess training/technical assistance needs and collaborative opportunities.